

Executive Summary

The Washington State Employee Engagement Survey helps tell the story of employee experience working for the state. While each employee's experience is different and important, a collective review such as this survey can identify trends and opportunities that affect a large number of employees.

Responses to 22 standard questions help leaders, managers and supervisors guide and measure practices that lead to

- Employee engagement
- Employer of choice enhancements
- Customer satisfaction



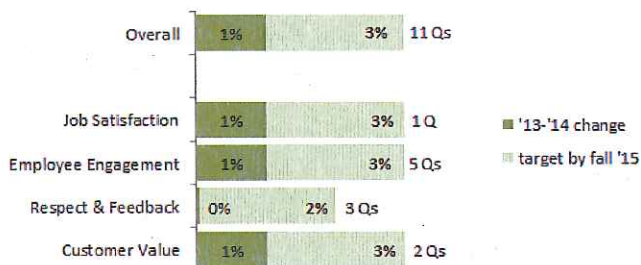
Workforce management

Supervisors continue to do an excellent job in many areas including providing clear expectations, treating employees with dignity and respect, and connecting work to the goals of the agency. Where they receive lower ratings is on questions that depend in part on their ability to personalize the experience and acknowledge the unique contributions of each employee.



Employer of choice

Questions targeted for statewide improvement suggest progress*:



*Trends between the 2013 and 2014 survey results may not reflect true trends in the workforce. What appear to be differences between years may be partly due to different groups of the state workforce taking the survey in each of the two years. The 2015 survey results are expected to be more comparable to 2013. Trends are most comparable for agencies with similar response rates in each year.

Customer value

We do better with encouraging and making improvements internally than at using customer feedback. The challenge will be to connect employees at the unit and individual level to their customers so they can use customer feedback to improve processes.

